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each other the result will be that the management will be likely to receive two conflicting reports, and instead of their checking each other they will serve merely to confuse.

The work is a valuable contribution to the literature on the subject of cost accounting, and comes at a very opportune time, when managers everywhere are giving more thought than ever before to obtaining accurate and reliable cost data. It is to be recommended to managers, accountants, and students of cost accounting, chiefly for the fundamental principles discussed, and the very great number of suggestions offered.

M. M. FITZHUGH.

*Newport News, Virginia.*

*Retail Selling. A Guide to the Best Modern Practice.* By JAMES W. FISK. (New York: Harper and Brothers. 1916. Pp. 335. \$1.00.)

*The Science and Art of Salesmanship.* By SIMON ROBERT HOOVER. (New York: The Macmillan Company. 1916. Pp. xviii, 193. 75 cents.)

*Fundamentals of Salesmanship.* By NORRIS A. BRISCO. (New York: D. Appleton and Company. 1916. Pp. xiv, 322. \$1.50.)

Mercantile and producing concerns are increasingly adopting pedagogical methods in building up the business efficiency of their employees, and our educational institutions are providing more facilities for vocational training. The sales end of a business is the most important end; the size of the market dictates the scale and manner of production; the policy of the house is directed to getting and maintaining customers' good-will; "the richest rewards of business are in salesmanship rather than in the office end." It is, however, the end which until recently has received least attention; the present interest is proved by the fact that three of our largest publishing houses in 1916 brought out the above texts.

These three texts have a representative authorship. Mr. Fisk is director of the selling service of a distinguished New York store and was formerly director of courses in retail selling and advertising in *Dry-Goods Economist's* training school. Mr. Hoover is assistant principal of the High School of Commerce of Cleveland and his book is "the result of a process of development extending through several years of class instruction and close association

with a number of large business organizations." Professor Brisco is head of the department of political economy and sociology at the School of Commerce, State University of Iowa. They represent, therefore, (1) the views of a man experienced in retail salesmanship and in teaching it in a corporation school and by mail, one who has had a leading part in instituting and spreading the pedagogy of sales; (2) the views of a man in one of our best-known public commercial high schools, who speaks from the standpoint of teacher and theorist and also from that of observer in commercial houses; and (3) the views of a dean of the commercial school of a prominent university.

The texts have many elements of similarity, but it seems better to point out their dissimilarities and characteristic features. The Fisk text is divided into four parts: I, Marketing Methods—a good analysis of the selling field, retail competition, store sales policies, store organization, store and stock arrangement, display and advertising; II, Personal Salesmanship—being a presentation of the qualifications of the salesman, his knowledge of the store and merchandise, the typical customers and how to meet and treat them, and the successive stages of a good sale; III, Training People to Sell More Goods—which states the purposes in view, the proper methods of teaching, and the use of the various incentives for selling efficiency; IV, Supervision of the Selling Force. The treatment is precise and to the point; it sticks strictly to retail selling; and is written primarily from the point of view of the store manager or proprietor—only about ten pages in the second part are put in the second person and addressed to the salesmen directly by way of counsel. It will undoubtedly prove an excellent guide to store managers and be serviceable in junior courses of store instruction. It is quite complete with the exception that it offers no treatment of retail advertising.

The Hoover text is designed for class-room use and is based on the assumption of close similarities of salesmanship "when practiced in the small retail business, in canvassing, in a department store, or by a commercial traveling man." In the reviewer's opinion this assumption, while correct as a matter of fact, destroys to a large degree its serviceableness as a textbook for either beginners or juniors; it has resulted in a loosely built text, the author hopping about with quite unlimited and unwarranted freedom between store, canvasser, and drummer. To a beginner it will prove confusing and indefinite, to an advanced student much

will be too commonplace. Some of the chapters are compilations of heterogeneous data rather than orderly treatments.

Professor Brisco has divided his text into two parts: I, The Salesperson and Efficient Salesmanship; II, The Manager and Efficient Salesmanship. The consideration of the third person concerned, namely, the consumer, is put into part I by way of information to the salesperson as to how he may analyze his customer through appearance, voice, acts, etc. The steps in an orderly sale, the objections commonly raised and answered, the use of suggestion, are also given in this part. But to devote 110 of the 230 pages to the salesman's health, appearance, character, tact, personality, enthusiasm, honesty, courtesy, confidence, loyalty, etc., seems an unduly prolix treatment of common virtues which are proper and becoming to any one whether salesman, hod-carrier or bank president. Two chapters of the second part, on Habits and Fatigue, partake of the same nature. This text is dominated by the *retail*-selling point of view although it rarely states directly this position. It is designed as a textbook, each chapter being followed by a list of questions on the data and by a bibliography.

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#### NEW BOOKS

- BAMBURGH, W. C. *Talks on business correspondence*. (Boston: Little, Brown. 1916. Pp. xv, 246. \$1.)
- BROWN, B. S. *Modern fruit marketing; a complete treatise covering harvesting, packing, storing, transporting, and selling of fruit*. (New York: Judd. 1916. Pp. 283. \$1.25.)
- BROWNE, T. A. *The Torrens land transfer act of Nebraska*. (Lincoln: Legislative Reference Bureau. 1916. Pp. 60.)
- CHILDS, F. H. *A treatise on American business law, with illustrative cases*. Vol. 1, *Elementary law. Contracts*. (Chicago: Walton School of Comm. 1916. Pp: 351.)
- CLOOS, G. M. and FARMER, H. J. *Manual for appraising real estate and buildings by approved practical methods; with key to land values as shown on Caspar's official map of Milwaukee and suburbs*. (Milwaukee: C. N. Caspar Co. 1916. Pp. 59. \$15.)
- COHEN, J. H. *The law; business or profession?* (New York: Banks Law Pub. Co. 1916. Pp. 415. \$2.50.)
- COMBAT, F. J. *Manuel des opérations de bourse*. New edition. (Paris: Berger-Levrault. 1916. 6 fr.)